Motivation



An old pirate saying…



"The beatings will stop when the morale improves"

Need Theories

- The two major need theories include:
  - Maslow's Hierarchy of Needs
  - Alderfer's Existence-Relatedness-Growth Theory

Maslow's Hierarchy of Needs



Existence-Relatedness-Growth Theory (ERG)

- Basic ***Existence*** needs
- Social ***Relatedness*** needs
- Self-actualizing ***Growth*** needs
  - Frustration regression hypothesis

Goal Setting

- The leader's expectations affect performance.
  - **Pygmalion Effect**
  - **Golem Effect**

Expectancy Theory

- People will be motivated to do a task if three conditions are met:
  - **effort**
  - **reward**
  - **value** the reward

© 2006 The McGraw-Hill Companies, Inc. All rights reserved.

Situational Approaches - Empowerment

- Two key components of empowerment:
  - Delegate leadership and decision making down to the lowest level possible.
  - Equip followers with the resources, knowledge, and the skills necessary to make good decisions.

©

Path-Goal Theory (House, 1971) Description

Definition

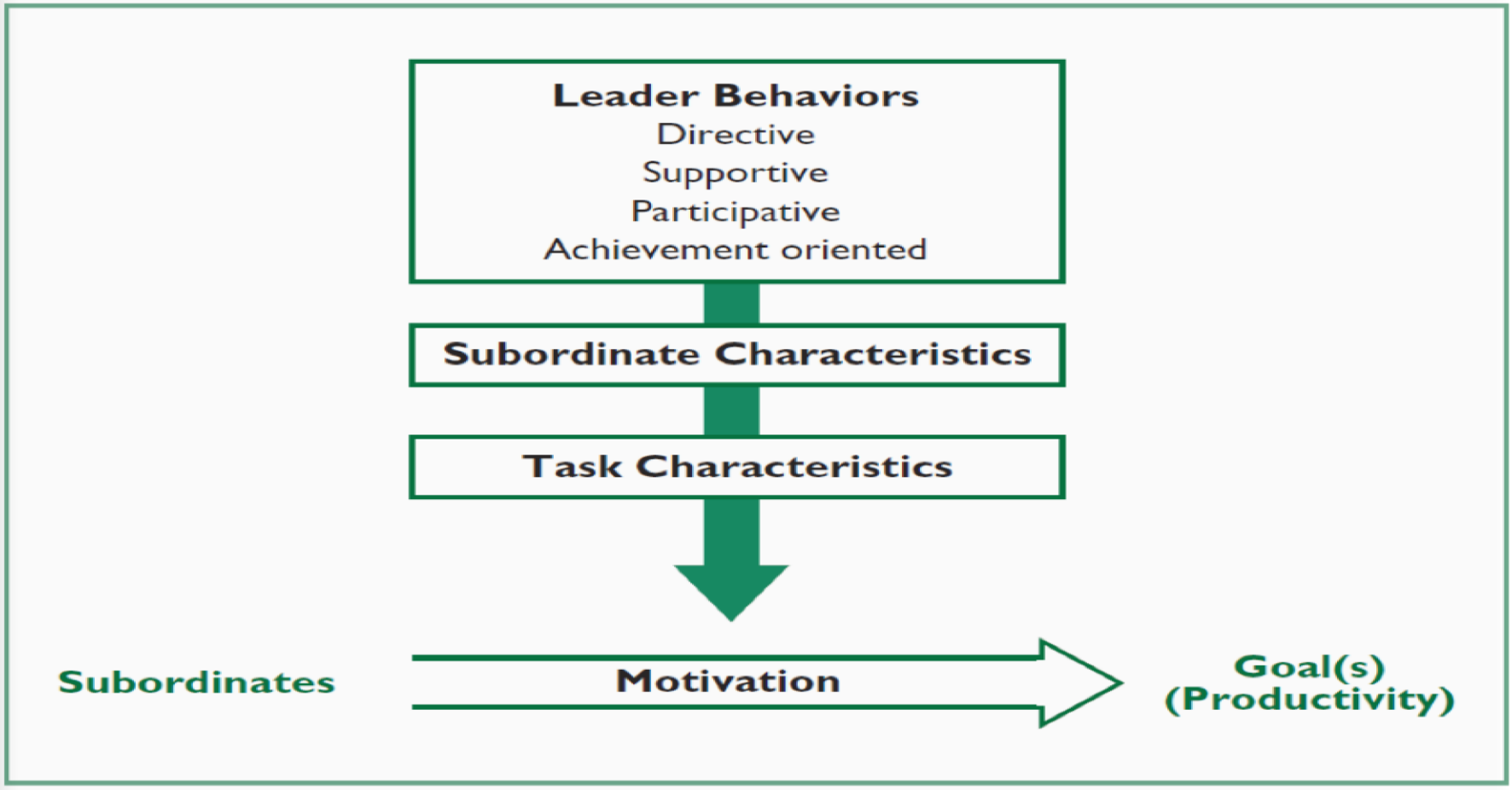
- Path-goal theory centers on how leaders motivate subordinates to accomplish designated goals
- Emphasizes the relationship between:
  - the leader's style
  - the characteristics of the subordinates
  - the work setting

Northouse - Leadership Theory and Practice, Sixth Edition © 2012 SAGE Publications, Inc.

Conditions of Leadership Motivation

- Increase the ***number*** and ***kinds*** of payoffs subordinates receive from their work
- Make the path to the goal ***clear*** and easy
  - ***Coaching, direction, & feedback***
- Remove ***obstacles*** and roadblocks to attaining the goal
- Makes the work itself more personally ***satisfying***

Figure 7.2 Major Components of Path–Goal Theory



Northouse - Leadership Theory and Practice, Sixth Edition © 2012 SAGE Publications, Inc.

Leader Behaviors

- **Directive**: Clear expectations, instructions, time schedules, and rewards.
  - unstructured or complicated tasks
  - Inexperienced staff
- **Supportive**: Creating a friendly working environment, increasing esteem, making job enjoyable
  - Stressful, boring, or potentially dangerous tasks
- **Participative**: Consult with subordinates about options.
  - Staff are technical experts or highly experienced
- **Achievement-oriented**: Set challenging goals, high standards, and demonstrate faith in their accomplishment
  - Complex tasks, new complications

Motivation

- Path-goal
- Needs
- Rewards